



INSTITUTE OF AERONAUTICAL ENGINEERING
(Autonomous)
Dundigal, Hyderabad - 500 043

MASTER OF BUSINESS ADMINISTRATION
TUTORIAL QUESTION BANK

Course Title	LEADERSHIP AND CHANGE MANAGEMENT			
Course Code	CMB424			
Programme	MBA			
Semester	IV			
Course Type	Elective			
Regulation	IARE-R16			
Course Structure	Lectures	Tutorials	Practicals	Credits
	3	1	-	4
Course Coordinator	Ms. Surabhi Lakshmi, Assistant Professor, MBA			
Course Faculty	Ms. Surabhi Lakshmi, Assistant Professor, MBA			

COURSE OBJECTIVES;

The course should enable the students to:

S. NO	DESCRIPTION
I	Demonstrate knowledge in strengthening the organisation, empowering individuals and promoting accountability and ownership principles.
II	Recognize the people for new challenges make change happen, seek and act on opportunities and improve and enhance the way things are done.
III	Provide leaders and managers with clear insights on how to effectively motivate people through corporate culture or organisational change.
IV	Understand the intricate relationship between the strategic business plan of the organization and the role of organization development.

COURSE LEARNING OUTCOMES:

Students, who complete the course, will have demonstrated the ability to do the following:

S. No	Description
CMB0424.01	Identify the emotions, responses, and needs experienced during the exploration phase, and the strategies to manage the exploration phase.
CMB0424.02	Develop the skills needed to support innovation and improvement.
CMB0424.03	Develop the planning skills needed to introduce and implement positive change
CMB0424.04	Use consultative processes to reduce the barriers to change
CMB0424.05	Recognize the behaviors and traits of a change leader, and the role of resilience during change.
CMB0424.06	Understand the role of change in organizational success.
CMB0424.07	Understand the misconceptions about change and the importance and benefits of change.

CMB0424.08	Identify the obstacles to change including resistance and negative reactions to change, empower employees
CMB0424.09	Begin managing change by encouraging creativity and commitment to change in employees, using effective communication and listening skills, and controlling the grapevine.
CMB0424.10	Manage the stress associated with change
CMB0424.11	Understand the fundamentals of managing change by identifying the levels of change
CMB0424.12	Identify the steps of a change process, analyze a change situation
CMB0424.13	Recognize the truths and misconceptions about change, differentiate between change and transition
CMB0424.14	Monitor the outcomes of change that effects the organisation structure.
CMB0424.15	Identify the information required during and the common responses to the new beginnings phase, as well as strategies to manage the new beginnings phase.
CMB0424.16	Analyze and evaluate problems associated with change in organizations.
CMB0424.17	Identify failure, and monitor the progress of a change.

TUTORIAL QUESTION BANK

S. No	QUESTION	Blooms Taxonomy Level	Course learning Outcome
UNIT-I			
INTRODUCTION AND SKILLS APPROACH TO LEADERSHIP			
PART-A (SHORT ANSWER QUESTIONS)			
1	Define the term Leadership.	Remember	CMB0424.01
2	What are the components of leadership?	Understand	CMB0424.01
3	What are the strengths of trait approach?	Understand	CMB0424.01
4	List any two criticism of trait approach.	Remember	CMB0424.01
5	Write the applications of trait approach.	Understand	CMB0424.01
6	What do you mean by three skill approach?	Analyze	CMB0424.01
7	Define the components of skill based model.	Understand	CMB0424.01
8	Write about the outcomes of leadership.	Remember	CMB0424.02
9	Give any two strengths of skills approach of leadership.	Analyze	CMB0424.02
10	Write any two criticisms of skills approach of leadership?	Remember	CMB0424.01
11	Give few applications of skills approach of leadership .	Understand	CMB0424.02
12	Define Ohio state leadership studies.	Remember	CMB0424.02
13	Describe the sources of becoming young leader?	Understand	CMB0424.03
14	What are the Big five personality traits?	Remember	CMB0424.03
15	Write about the importance of leadership.	Analyze	CMB0424.03
PART-B (LONG ANSWER QUESTIONS)			
1	Define leadership. Write about the characteristics and importance of Leadership.	Understand	CMB0424.01
2	Give in detail description about the leadership behavior of Ohio state leadership studies.	Remember	CMB0424.01
3	Explain the leadership theory of Blake and Mouton's leadership Grid and Write about the applications of this theory.	Understand	CMB0424.01
4	Write about the importance in theory of Michigan state and situation approach of leadership.	Remember	CMB0424.03

S. No	QUESTION	Blooms Taxonomy Level	Course learning Outcome
5	Describe about the Big five factor personality trait approach in leadership.	Understand	CMB0424.03
6	Write about the importance of Katz's three skills approach management.	Remember	CMB0424.01
7	How does Trait Approach Works? What are the applications of trait approach?	Understand	CMB0424.01
8	Discuss in detail about the strengths of trait approach and criticisms of trait approach.	Understand	CMB0424.01
9	Give in detail description about the components of leadership.	Remember	CMB0424.02
10	Describe the Skill model approach and write its strengths and criticisms of skill approach?	Understand	CMB0424.02
PART-C (PROBLEM SOLVING AND CRITICAL THINKING QUESTIONS)			
1	"A good leader is not necessarily a good manager". Discuss this statement and compare Leadership with Management.	Remember	CMB0424.02
UNIT-II			
CONTINGENCY LEADERSHIP			
PART-A(SHORT ANSWER QUESTIONS)			
1	Define contingency theory of leadership?	Remember	CMB0424.04
2	Write any two strengths of contingency approach?	Understand	CMB0424.04
3	How does Contingency Theories Work?	Remember	CMB0424.04
4	List any two criticism of contingency approach.	Remember	CMB0424.04
5	Write about the applications of Contingency theory of leadership.	Understand	CMB0424.04
6	What are the Situation variables associated in Fiedler's Contingency Theory?	Remember	CMB0424.05
7	What is meant by democratic Leadership style	Understand	CMB0424.06
8	Mention the different styles of leadership.	Understand	CMB0424.04
9	What are the Task characteristics involved in Path-goal theory.	Remember	CMB0424.04
10	Write about the follower characteristics involved in Path-goal theory.	Understand	CMB0424.04
11	Give few applications of Path-goal theory of leadership.	Understand	CMB0424.04
12	What are the major components of Path – goal theory of leadership?	Remember	CMB0424.05
13	Discuss about the leadership behaviors in Path – goal theory.	Remember	CMB0424.05
14	List out any two strengths of Path-goal theory of leadership.	Understand	CMB0424.06
15	Write any three criticisms of Path-goal theory of leadership.	Remember	CMB0424.05
PART-B (LONG ANSWER QUESTIONS)			
1	What is meant by Contingency theory of leadership? How does Contingency theory works?	Remember	CMB0424.04
2	Explain about the foundations of Path goal theory and its relevance in present day organizations?	Remember	CMB0424.04
3	Describe about the situational variables involved in about Fiedler's Contingency Theory of leadership?	Understand	CMB0424.04
4	What do you understand about Fiedler's Contingency Theory of leadership and write its applications.	Understand	CMB0424.04
5	Discuss about the strengths and criticisms of Fiedler's Contingency Theory of leadership?	Remember	CMB0424.05
6	Describe in detail about the different styles of leadership in Contingency approach.	Understand	CMB0424.05
7	Discuss in detail about the major components involved in Path-Goal Theory of Leadership.	Remember	CMB0424.05
8	Explain the importance of basic idea behind the Path-Goal Theory of leadership.	Understand	CMB0424.06
9	Discuss in detail about the strengths of Path-Goal theory and criticisms	Remember	CMB0424.06

S. No	QUESTION	Blooms Taxonomy Level	Course learning Outcome
	of Path-Goal theory .		
10	What do you understand about the applications of Path –goal theory of Leadership?	Remember	CMB0424.06
PART-C (PROBLEM SOLVING AND CRITICAL THINKING QUESTIONS)			
1	Describe how a professional coach in any sport might use House's revised path-goal theory to clarify players' path-goal perceptions.	Understand	CMB0424.06
2	Have you ever been a member of an in-group or out-group? For either situation, describe the pattern of interaction between you and your manager.	Remember	CMB0424.06
UNIT-III			
TRANSFORMATIONAL LEADERSHIP			
PART-A(SHORT ANSWER QUESTIONS)			
1	What are the factors involved in the model of Transformational leadership?	Remember	CMB0424.07
2	How does a Transformational leader work?	Remember	CMB0424.07
3	Define the term ‘Transformational Leadership’?	Understand	CMB0424.07
4	Write any two strengths of Transformational theory of Leadership?	Understand	CMB0424.07
5	Mention any three criticisms of Transformational theory of Leadership?	Remember	CMB0424.07
6	Write a short notes on applications of Transformational leadership?	Understand	CMB0424.07
7	In which work areas the transformational leaders are specialized in organisations?	Remember	CMB0424.07
8	What do you understand about transformational theory of leadership?	Analyze	CMB0424.07
9	What do you understand about Servant Leadership?	Remember	CMB0424.07
10	Write any four characteristics of Servant Leadership theory?	Understand	CMB0424.08
11	Discuss any two criticisms of Servant theory of Leadership?	Remember	CMB0424.08
12	Mention any two applications of Servant theory of Leadership?	Remember	CMB0424.08
13	Write a short notes on history of servant leadership?	Understand	CMB0424.09
14	Discuss any two differences between the transformational leadership and servant leadership?	Understand	CMB0424.10
15	Write a short notes on importance of servant leadership?	Remember	CMB0424.10
PART-B(LONG ANSWER QUESTIONS)			
1	How can you describe the thinking and outlook of transformational leaders?	Remember	CMB0424.07
2	Explain about the strengths of Transformational theory of Leadership?	Understand	CMB0424.07
3	Write about a model of Transformational Leadership. How does the Transformational Leadership Work?	Remember	CMB0424.09
4	Have you ever worked for a transformational leader? Describe how he or she transformed followers.	Remember	CMB0424.09
5	Identify three transformational leaders, and describe their leadership traits and behavioral styles.	Understand	CMB0424.09
6	In your view, which leadership theory has the greatest practical application? Why?	Understand	CMB0424.09
7	Write about the ten characteristics of a Servant theory of leadership with examples?	Understand	CMB0424.09
8	Discuss in detail about the applications of servant theory of leadership?	Remember	CMB0424.10
9	Differentiate between transformational theory of leadership and servant leadership?	Remember	CMB0424.10
10	Discuss in detail about the criticisms of servant theory of leadership?	Understand	CMB0424.10
11	Define Servant Leadership? Explain the historical basis of servant	Understand	CMB0424.10

S. No	QUESTION	Blooms Taxonomy Level	Course learning Outcome
	leadership?		
12	Briefly describe about the strengths of servant theory of leadership?	Remember	CMB0424.09
UNIT-IV			
ORGANIZATIONAL DESIGN AND CHANGE			
PART-A (SHORT ANSWER QUESTIONS)			
1	How many levels are there in strategic changes? What are they?	Remember	CMB0424.11
2	In which situations to manage the strategic change in organization?	Understand	CMB0424.11
3	How many Phases are there in strategic level of change in organization?	Remember	CMB0424.11
4	Write a short notes on group level change in organizations?	Understand	CMB0424.12
5	Discuss about the organization level change?	Understand	CMB0424.12
6	Write few lines about individual level change in organization?	Remember	CMB0424.11
7	What do you understand about line organization structure?	Understand	CMB0424.12
8	How many categories are there in Formal organizational structure?	Remember	CMB0424.12
9	What are the Benefits of informal organization structure?	Understand	CMB0424.11
10	What is meant by Organization Culture?	Remember	CMB0424.12
11	Write a short notes on Resistance to change?	Remember	CMB0424.13
12	Mention the different types of organizational power?	Understand	CMB0424.13
13	What are the recommendations about communication for effective change management?	Remember	CMB0424.14
14	Discuss about the dimensions of politics in organizations?	Understand	CMB0424.14
15	Define Change Agent? How many kinds of change agents are there?	Understand	CMB0424.14
PART-B (LONG ANSWER QUESTIONS)			
1	What is meant by strategic level of change? Explain different phases of Strategic level change?	Understand	CMB0424.11
2	Discuss in detail about the group level and team level change in organizations.	Remember	CMB0424.11
3	Define resistance to change? How to manage the resistance to change in organizations?	Understand	CMB0424.12
4	What is meant by organization learning? How to motivate the employees to manage the Resistance to change?	Remember	CMB0424.12
5	Discuss in detail about the different types of powers involved in the organisations.	Understand	CMB0424.13
6	What do you understand about politics in organizations? Explain about the dimensions of politics in organisation?	Understand	CMB0424.13
7	Define Change Agent? What is the role of Change agent in organization?	Remember	CMB0424.13
8	Explain in detail about the skills of change Agent in organization?	Remember	CMB0424.14
9	Define Informal organisation structure? Write the benefits and limitations of Informal organisation structure.	Remember	CMB0424.14
10	Discuss about three levels of change management in organisation.	Understand	CMB0424.14
UNIT-V			
EMPLOYEE RELATION AND MANAGING CHANGE			
PART-A(SHORT ANSWER QUESTIONS)			
1	Define Management of Change?	Understand	CMB0424.15
2	Discuss about the downsizing?	Understand	CMB0424.15
3	How do you define a managing change with respect to employee relations?	Understand	CMB0424.15
4	Define technological change in organizations?	Remember	CMB0424.16
5	How to handle conflicts in the departments at the time of technology change?	Remember	CMB0424.16

S. No	QUESTION	Blooms Taxonomy Level	Course learning Outcome
6	Write a short notes on Routine technologies?	Understand	CMB0424.14
7	Discuss about the Non-Routine technologies?	Remember	CMB0424.15
8	List out the four technology categories in employee relations.	Understand	CMB0424.17
9	Define management of change in technology?	Understand	CMB0424.17
10	Write any two main dimensions of impact of technology.	Remember	CMB0424.17
11	Discuss about the Leadership strategy using technology	Remember	CMB0424.14
12	How the downsizing of employees is handled?	Understand	CMB0424.17
13	Write a short note on Managing Downsizing in Organizations.	Understand	CMB0424.15
14	Write briefly about the policies of downsizing in organisations.	Remember	CMB0424.17
15	How changing technology impacts on organization structure?		
PART-B(LONG ANSWER QUESTIONS)			
1	Discuss about the management of change in technology and also write about the Technology Change Management Process Guide	Remember	CMB0424.16
2	How technology strategy combination can affect Employee relations?	Remember	CMB0424.17
3	Differentiate between non- routine technology and routine technology in management of change	Understand	CMB0424.17
4	Describe about the Employee involvement Strategies in detail	Apply	CMB0424.16
5	Write about the detail steps in the Employee Involvement for Effective Change Management	Remember	CMB0424.15
6	Discuss about the managing downsizing in an organisation and also payment of compensation in an organisations	Understand	CMB0424.15
7	Explain in detail about the Policies and Procedures to Handle Downsizing and also how the downsizing is handled with care in organisation.	Understand	CMB0424.16
8	Describe in detail about the Routine technology leading to mechanization	Remember	CMB0424.16
9	How Technology impacts organization structure and also write about the four types of technology categories in detail	Understand	CMB0424.17
10	Write in detail about the employee relations and managing change in an organisations.	Remember	CMB0424.17

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